



Navy Ashore Vision 2030

Navy Installations—The Foundation for Readiness

Initial Findings

NAV 2030 provides the Navy with globally-aligned guidance to ensure efficiency and effectiveness in future ashore infrastructure, enabling enhanced Navy combat power.



Chief of Naval Operations

Washington, D.C. 20350-2000

3 November 2004

Navy Ashore Vision (NAV) 2030 provides a road map for transforming the Navy's shore installations. It seeks to enhance Navy readiness through closer more efficient and effective linkage between the operating forces and the shore infrastructure. Our global strategy for the ashore infrastructure must be agile to respond to geo-political realities and ever changing demands upon worldwide U.S. Naval operations. We must fully integrate emerging plans for sea frames, air frames and personnel, as well as futuristic operational concepts and readiness-enabling initiatives into our ashore infrastructure. The result will be "Cost-conscious Readiness" instead of "Readiness at any Cost".

Our Navy installations are essential components of Sea Power 21. We must make sure that we have the Right Bases in the Right Places, with the Right Capabilities, at the Right Price. This allows the Navy to achieve the operational concepts of Power Projection and Forward Presence through Combat-Ready Naval Forces. Our installations are also homes and workplaces. They must contribute to the personal development, retention and quality of service to our Sailors, Marines and Joint partners. Supporting a "Surge Navy" will demand that we create a "Surge Infrastructure"; one that leverages advanced technology, sound investment and intelligent sustainment for the Fleet, Sailors and their families.

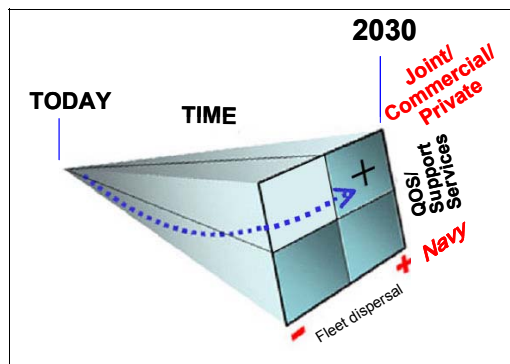
NAV 2030 provides an agile foundation to size and locate ashore infrastructure. It capitalizes on innovation and effectiveness to sustain Fleet readiness and reduce cost. NAV 2030 is operationally focused. Its tiered basing concept carefully balances our forward presence and dispersal strategies with concentrations at key CONUS and OCONUS locations. It provides guidelines that allow Regional Commanders flexibility in their planning and operations, while unifying standards and procedures. Indeed, it is a vision that focuses our need for continuous innovation and improvement in all areas of ashore infrastructure and planning, while becoming more business-like in our output of operating force support and sustainment.

Success in realigning and revitalizing the shore infrastructure is vital to our future Navy. But, this regeneration will not be easy given the many constraints that impact and challenge future plans. Commander, Navy Installations Command (CNI), acting in concert with our Fleet customers, Regional Commanders and other senior leaders of our shore establishment, will maintain the constancy of purpose in delivering the benefits of this transformational strategy.

Summary

In the fall of 2003, the Chief of Naval Operations (CNO) defined the need for a 300+ ship battle force as the operational force of the future for the U.S. Navy. The Navy's ashore infrastructure must appropriately respond to ensure full operational needs are met at the same time that resource efficiency is achieved. This will require the Navy ashore to move from a local perspective to a global perspective with a regional focus. To accomplish this change, the Navy ashore infrastructure must have a strategic plan that focuses its critical resources on the number, types, mixes, and locations of bases that best meet the Navy's future mission. In his 2004 guidance, the CNO directed Commander, Navy Installations Command (CNI) to produce a 25 year plan for ashore infrastructure.

CNI is providing the mechanism for senior Navy leadership to guide planning ashore in support of operations afloat through Navy Ashore Vision for the next 25 years. This document develops the first set of guiding principles to help Mission Claimants (MCs) and Regional Commanders plan and execute basing and investment strategies. Follow-on efforts will develop implementation guidance.



Future Range and Bearing

- NAV 2030 recognizes a trend to consolidate bases yet retain flexible dispersal options as required to support the Fleet Response Plan (FRP) and the Global War on Terrorism (GWOT).
- Retains critical mission-support capability such as waterfront, airspace, ranges and safety buffers. Divests, privatizes or outsources non-core functions.
- Required capability ashore is driven by strategic location, Fleet operational readiness needs and Quality of Service (QOS) precepts.
- Civilianizes/privatizes and/or leverages Joint partnerships for additional ashore functions and adopts best business practices.

NAV 2030 was developed collaboratively. Senior Navy leadership identified the issues, concepts, principles and actions necessary to align ashore planning with the Navy's future operations afloat.

Two concepts emerged during the NAV 2030 development process to establish the foundation for future long term ashore planning:

1. Guiding Principles are a set of principles to guide ashore planning worldwide in the future. The guiding principles represent standards of action consistently applied to Navy installations. A total of 43 guiding principles were developed. The guiding principles represent high level guidance to Regional Commanders and MCs.

2. The Tiered Basing Model incorporates a consistent set of definitions for Navy installation types. This new basing model consolidates the nomenclature used to describe ashore infrastructure. All installations can be designated by tier type, which in turn defines the appropriate guiding principles and conceptual capabilities for planning at the related ashore facilities. As adopted, the model is anticipated to be phased in by the year 2009.

NAV 2030 will guide Navy long range planning ashore, linking its global operational strategy with its basing strategy. It will ensure that the Navy's strategic ashore requirements are fully integrated worldwide, and meet evolving surge requirements. The Navy's varied ashore initiatives require guidance and alignment for them to be totally effective. NAV 2030 is the Navy's opportunity to align these initiatives into a coherent basing strategy, and ensure that all regions and MCs are aligned with the goals of the Navy of the future.

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I. Nav 2030 Overview

A. Introduction

The round-the-world voyage of President Theodore Roosevelt's Great White Fleet in 1907-09 announced to the nation and the world that the United States Navy was a global force with global responsibilities. During the time between Roosevelt's appointment as Assistant Secretary of the Navy in 1897 and the end of his presidency in 1909, changes in

American Naval strategy and technology resulted in profound changes within the Navy itself. The service's new mission of defending overseas possessions led to a debate on force distribution that resulted in the establishment of separate Atlantic and Pacific Fleets in 1906. Both the Navy and the Congress closely studied the effectiveness and locations of Navy yards, which were of economic as well as strategic importance. The Navy bought its first submarine and began to consider the Naval potential of the airplane. Increasingly sophisticated sea frames required increasingly sophisticated Sailors, which led to the establishment of Naval training stations ashore.

Over the rest of the 20th Century, changing Naval missions and capabilities, political and economic circumstances, and wartime requirements influenced the focus and placement of U.S. Naval forces around the world. The ebb and flow of Fleet employment and deployment patterns required a similar ebb and flow in shore infrastructure planning and support. The Navy ashore is defined as all activities/ infrastructure providing support or control of forces from fixed bases of operation. Ashore infrastructure includes land, buildings, structures, and utilities within ports and air stations, repair and communication centers, logistics centers, training areas, RDTE centers, medical centers and community support centers.

The stand up of CNI gives the Navy the unique opportunity to continue in the spirit of President Roosevelt's legacy. We must remain diligent, responsible and efficient caretakers of one of America's greatest assets to fully reach our potential for excellence in all aspects of Fleet and Sailor stewardship.



B. Background

In 1989, the Navy force structure had 592 combat sea frames, 3,293 aircraft, and 614,900 Sailors. By the year 2009, the Navy will have approximately 50% fewer combat sea frames, 25% fewer air frames, and 40% fewer Sailors. While the Navy has undergone and continues to undergo rigorous strategic analyses of its sea frames, air frames, and Sailors, it has had no comparable strategy for its bases. The Navy ashore must be integrated with the strategic plans for sea frames, air frames, and Sailors.

The CNO has stated a need for 300+ battleforce sea frames. In response to and in support of this need, the Navy ashore infrastructure must have a strategic plan that focuses its critical dollars on the number, types, mixes and locations of bases that best meet the Navy mission. CNI is providing the mechanism for senior Navy leadership to guide planning ashore in support of operations afloat through Navy Ashore Vision 2030 – NAV 2030.

NAV 2030 used an Executive Session in which CNO and senior Navy leadership identified the issues, concepts, objectives, guiding principles, and actions necessary to align ashore planning with the Navy's operations afloat. This resulting document incorporated these outputs to articulate guiding principles to guide Regional Commanders in planning and executing basing and investment strategies. NAV 2030 will guide Navy's long-range planning ashore. While the Navy has a tradition of linking its operational strategy with its basing strategy, NAV 2030 will ensure that the Navy's strategic ashore requirements are fully integrated, and will meet the Fleet Response Plan (FRP) and surge requirements. NAV 2030 facilitates decision-making through those guiding principles which are key to developing bases with capability to support Naval operating forces well into the future.



The Navy is currently pursuing multiple worthwhile ashore initiatives. The Installation Claimant Consolidation (ICC) effort has reduced the number of claimants that manage the shore establishment from 18 to 8 to 1. Regionalization places the management of shore installations under Regional Commanders, and mandates planning on a regional basis. The Integrated Global Presence and Basing Strategy (IGPBS), new weapons platforms, stand-off weapons, smaller/optimal crews, Sea Power 21 and Sea Swap require fundamental changes ashore. The Quadrennial Defense Review process requires us to look closely at our ashore posture. These initiatives require guidance and alignment for them to be totally effective. NAV 2030 is the Navy's opportunity to align these initiatives into a coherent basing strategy, and ensure that all regions are aligned to meet the requirements of the Navy.

C. Current Ashore Situation

The fundamental driver of Navy Ashore Vision 2030 is the Fleet. Recruitment and retention of quality personnel is also a major factor in the success of the technology-based Navy of the future. Our bases provide the living and working environments for our Sailors and have a direct impact on retention and performance. Comprehensive planning is essential to attract and retain our present and future Sailors.

Previous facilities planning systems focused on individual shore installations or Navy activities. These processes typically took the assigned missions, workload, and task of the activity and translated them into the infrastructure or facilities required. Following identification, the requirements were compared to existing assets. Deficiencies and surpluses were quantified and functionally qualified. Where deficiencies were identified, a plan was developed to satisfy shortfalls, oftentimes through new construction. Shore facilities and land use planning were integrated into an activity master plan. The master plan evaluated a multitude of facility and land use issues focused on the individual activity. All recommendations were predicated on solutions that fell within the confines of the activity's "fence line." This stove piped approach to installation planning was inefficient and in some cases, counterproductive.

As the Navy's force structure is reduced in size and made more efficient, the Navy ashore must move from a local perspective to a global perspective, with a regional and Joint focus in order to maximize efficiencies. Most recently, the Navy ashore has responded by changing focus on individual shore activities to a broader regional perspective and more comprehensive concept of regional planning. Regional consolidation and regional planning have enhanced the Navy's ability to take advantage of broader means of satisfying infrastructure requirements, including shared capacity, strategic sourcing, privatization, leasing, and community partnerships. This broader perspective is necessary to prevent the Navy's vast assets from becoming future liabilities.

America's significant investment in Navy bases warrants diligent stewardship. The Navy's current capital assets include:

- \$182 billion current plant replacement value
- 531 million square feet of buildings
- 3 million acres of land
- 54 million square feet of leased property

Assets of this magnitude can quickly become liabilities of great magnitude without professional planning and management. Clearly, we need to plan for the future of the Navy ashore to support the overall Navy mission.

D. Why NAV 2030?

NAV 2030 provides overarching ashore planning guidance in the form of Guiding Principles. These principles will assist MCs and Regional Commanders in planning investment strategies that will optimize regional capability and integrate ashore planning with strategic plans for sea frames, air frames and Sailors.

The Navy must size and locate its ashore infrastructure to ensure:

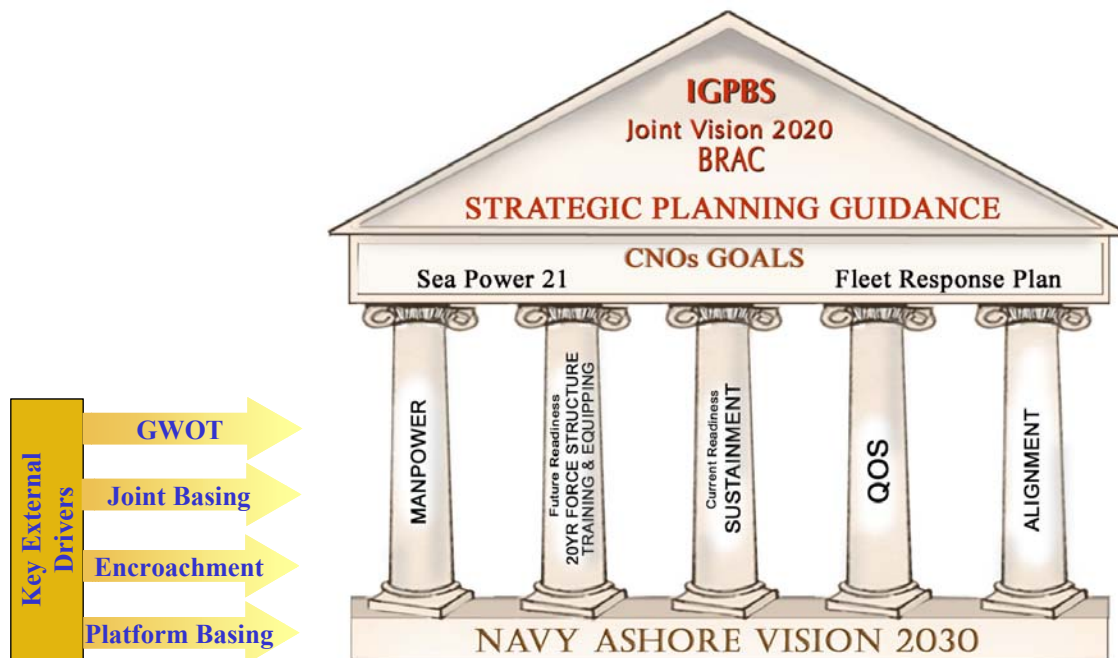
- Installations, institutions, functional support facilities and services are available to enable the Force Commanders to most effectively train, man, and equip operational units. (RIGHT BASES)
- Installations and support functions are relationally and geographically aligned with Fleet Operations to enable surge, sustainment, and reconstitution. (RIGHT PLACES)
- Cost-effective functional support actively serves dynamic readiness requirements and sustains quality of life. (RIGHT CAPABILITIES)
- Resource allocation is driven by valid output requirements. Core facilities and services will be sustained. (RIGHT PRICE)

The Navy must size its ashore facilities to ensure they meet operational requirements while still addressing issues of surge, contingencies, and critical assets. By the year 2030, our bases must be sized, typed, and located to meet the range of operational requirements expected. Ashore facility investments and costs must make optimum use of Fleet, Navy, DOD, and other resources.

Thirty years ago the Navy used its own organic resources to meet its requirements ashore. In order to support future ashore capacity and provide required capability, the Navy must now look to innovative sources of funds, including private venture capital, enhanced use leasing, and revenue ventures which make fiscal sense, if we are to fully and comprehensively leverage the ashore components of Naval readiness.

In the past, installation-centric master planning created excess capacity and distributed this capacity throughout a wide range of Naval activities. The full spectrum of future operational requirements and associated impacts has not always been considered. Future operational loading and guiding principles must drive regional footprints ashore.

NAV 2030 seeks to manage these issues and make ashore planning an easier, more integrated process that is globally-aware, regionally focused, and homogeneous throughout the Navy. The future Navy ashore must be sufficiently dispersed to support forward Naval presence and sufficiently robust to provide high quality of life and service to future Navy families and high-tech Sailors when they are home...from the sea.



- Regional plans need to reduce excess capacity and focus on future capabilities instead of existing assets.
- Sailors can no longer bear the brunt of workarounds caused by deteriorating infrastructure and inefficient base design.
- Bases need to operate in partnership with the surrounding community.
- The Navy must shift its focus ashore from sustaining the current status quo, to shaping regional footprints, to ensure affordable, high quality support for future Naval operations.
- The gap between resources and requirements must be closed. Measurable readiness outputs, instead of financial inputs, must be the focus.
- The Navy needs to protect future Fleet readiness in the face of deteriorating current assets ashore.
- The Navy ashore needs to control operating costs and dismantle antiquated service delivery systems.

Transformational Impetus

II. NAV 2030 Implementation

The Navy's basing and forward presence strategy for the next decade and beyond must fully integrate emerging plans for sea frames, air frames, Sailors and bases, and stay in alignment with strategic planning guidance. Our strategy ashore must remain agile to respond to geo-political realities and the ever changing demands that a dangerous world will place upon Naval operations. Within the United States, dispersal of our sea frames, air frames, and Sailors must be intelligently planned to



reflect operational, political and fiscal reality.

As we plan and create our future ashore, we will join with communities across America, and find innovative ways to enhance the Quality of Life (QOL) and QOS of our highly educated and motivated personnel and their dedicated families.

A. NAV 2030 Guiding Principles

NAV 2030 provides a mechanism for senior Navy leadership to guide the shore in support of operations afloat for the 21st Century. This guidance is ultimately articulated in a set of guiding principles that CNI and Regional Commanders will use to plan and execute basing and investment strategies. Use of this guidance will ensure that the Navy's ashore requirements are driven by the Fleet, are uniformly integrated worldwide, properly sustain QOL and QOS and can support the FRP.

NAV 2030 utilizes two new planning constructs:

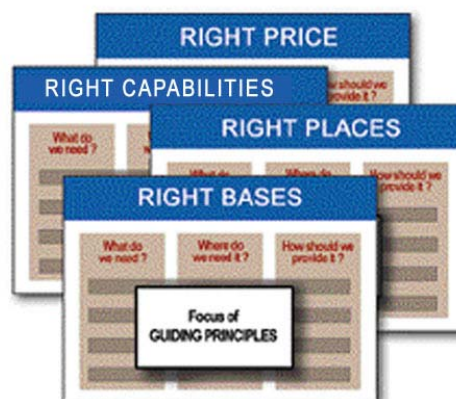
- Guiding Principles
- Tiered Basing Model

Guiding Principles

Guiding Principles are the keystone of NAV 2030. A guiding principle is a rule or principle imposing a standard of action as applied to Navy shore decisions worldwide. A set of guiding principles has been developed by the NAV 2030 effort to be used by Navy regions in their planning process. The guiding principles developed for NAV 2030 are organized by function (*Right Bases, Right Places, Right Capability, Right Price*). Some of the guiding principles developed during this process are generic in nature and are driven by external high-level decisions. Specific guiding principles were also developed to describe various unique planning areas (waterfront, airfields, etc.). The guiding principles are dynamic and will require periodic validation and update.

Guiding Principles:

- Impose standards of action
- Integrate regional planning with the Navy's operational strategy
- Provide strategic direction while encouraging Regional Commanders entrepreneurial latitude in their operations in support of Fleet Response Plan and Joint Operations
- Guide development of implementation strategies and regional planning
- Are dynamic and will be validated and updated periodically



Through Guiding Principles, NAV 2030 provides a foundation to size and locate ashore infrastructure while capitalizing on innovation and effectiveness to raise Fleet readiness and reduce cost.

Tiered Basing Model

The ***Tiered Basing Model*** (outlined below) was developed to describe all Naval installation types. Regional commands will be administrative and may consist of all installation types.

This new basing model “consolidates” the nomenclature used to describe bases, stations, facilities, etc.

All installations will be designated by tier type. A change from one type to another will require approval from CNI. By the year 2009, many installations should be fully aligned to the Tiered Basing Model.

Tiered Basing Model (“Shore Frames”) Standardized Mission Support Levels

| REGION | | <ul style="list-style-type: none"> ◆ Geographic confederation of installations and support activities ◆ Provide area coordination and centralized Program Management for Operating Forces Support, Community Support and Base Support for multiple installations. |
|----------------------|----------------------------|---|
| TIER I Homeports* | BASE | <ul style="list-style-type: none"> ◆ Homeported Fleet sea frames and air frames ◆ Fleet multi-platforms ◆ Accompanied tours |
| | STATION | <ul style="list-style-type: none"> ◆ Some homeported Fleet sea frames and air frames ◆ Normally a single platform site ◆ Accompanied tours |
| TIER II Support* | ACTIVITY/CENTER | <ul style="list-style-type: none"> ◆ No homeported Fleet sea frames and air frames ◆ Accompanied tours ◆ May be Specialized Support: Warfare, Training, Logistics, Technical, Reserve, Research |
| | FACILITY | <ul style="list-style-type: none"> ◆ No homeported Fleet sea frames and air frames ◆ Remote location ◆ Unaccompanied tours |
| TIER III Other | FORWARD OPERATING LOCATION | <ul style="list-style-type: none"> ◆ Small permanent presence ◆ No Navy-owned facilities |
| | FORWARD PRESENCE LOCATION | <ul style="list-style-type: none"> ◆ No Permanent presence ◆ Right of entry privileges only |

*Tier I and Tier II installations may have non-contiguous, detached sites that will be classified as Special Areas (SA)

**Fleet Concentration Area (FCA) is an informal grouping of Navy installations within a Navy Region that are in relatively close proximity (commuting distance) to each other and in the same metropolitan area such that they can capitalize on sharing capability.

B. Implementing NAV 2030 Initial Findings

The implementation of NAV 2030 is based on three key elements:

- Guiding Principles
- MC Functional Overview Plans
- Execution Plans

Guidance is developed at the CNI level for dissemination to the Regional Commanders to use in the development of regional plans. This guidance is in the form of the guiding principles.

MC Functional Overview Plans are used to synchronize an integrated facility and infrastructure approach with their strategic mission objectives and Area of Responsibility (AOR). The MC will work with the regional planners in integrating various facility and infrastructure initiatives into coherent and comprehensive Functional Overview Plans under their AOR. Regional Plans will utilize the guidance from NAV 2030 and functional overview plans from the MC in development of Regional plans. This document reflects the execution of the Regional Shore Infrastructure Plan (RSIP) to reach the Navy Ashore Vision.

NAV 2030 guiding principles are executed at the regional/local commander level. The Regional Commander has the role of translating the implementation strategies into definitive RSIPs and Integrated Priority Lists (IPLs) to support their area. The aggregate should support the operational requirements of the Navy, along with surge and critical asset needs.

It is important that the NAV 2030 process be integrated with the Planning, Programming, Budgeting, and Execution System (PPBES) and the assessment processes that support it. Regional plans help define the input to the Shore Facilities Programming Board (SFPB), which is key to implementing the NAV 2030 guiding principles within the ashore infrastructure. The NAV 2030 guiding principles also provide input to the Resource Sponsors.

Regional planners will follow NAV 2030 Guiding Principles and overarching functional strategic plans in developing RSIPs. These Plans will be used to align the facilities, processes, and resources required to reach the vision established by NAV 2030.



Align Budget to Requirements

NAV 2030 will be achieved through effective integration with the PPBES. Regional plans will follow the Guiding Principles as they develop capital investment plans and capability based budgets to define the full requirements, which will be incorporated into the PPBES process.

III. NAV 2030 Guiding Principles

A. Guiding Principles

The Navy ashore guiding principles required to synchronize with an operational, global presence strategy are described in this section. These guiding principles provide guidance that articulate the Navy's homeporting strategy and the vision of how the Fleet most probably will be dispersed by the year 2030. They provide overarching guidance for the array of ongoing processes that constitute the Navy's ashore planning efforts. The guiding principles align regional planning objectives with Navy operational strategy.

NAV 2030 provides guidance to regional planners to be used during the development of RSIPs. RSIPs have two elements that are used to define the planning for the region: the Overview Plan and Functional Plans. The Overview Plan provides a general planning vision for the region as a whole, while the Functional Plans detail the planning vision for the specific functions carried out within the region. The guiding principles provided through NAV 2030 provide guidance for both types of plans within the RSIP.

The guiding principles are the principles that bridge the gap between current reality and the Navy's optimal future vision. Each guiding principle is endorsed by senior Navy leadership to guide specific ashore facilities planning issues while supporting the Navy's overall mission.





1 Plan for the Future.

Integrated infrastructure planning focuses on new classes of sea frames and air frames (from 30 year shipbuilding plan), and planned force structure (from 20 year force structure plan) taking into account peacetime mission, the Fleet Response Plan, and surge requirements.

- Consider dispersing locations of operating force shore bases to allow strategic flexibility and to preclude potential limitations on operations in time of crisis.
- The Fleet Concentration Areas (FCAs) provide the primary CONUS homeport surge capability while a flexible overseas forward presence and surge capability are developed and maintained.
- Support surge requirements and sustained power projection through a flexible tiered system of facilities including permanent, semi-permanent, leases, and plans/policy i.e., agreements with allied nations.
- Infrastructure capabilities are aligned with the requirements generated by new operational concepts and platforms (e.g., FRP, HSS, DD(X), CG(X), CVN(X), LCS, JSF, UAV, SUV, UUV) including requirements for intense pier side maintenance, additional ship loading, training, accommodating off-crews including more crews than ships, comprehensive mission module requirements and exercises.



Right Bases

2 Joint Solutions.

Aggressively pursue Joint-basing and Joint-service delivery opportunities with the other military Services as well as DOD agencies, allied nations, and government entities to improve efficiencies and Joint operational capabilities.



- Locate Navy headquarters commands and/or support elements not required to be within 100 miles of the National Capital Region, direct support to mission or due to mandated frequent contact with Congressional and senior DOD leaders with major field activities in a concentration of Fleet or DOD units.
- Exploit opportunities for Joint training wherever there are Joint Service, allied, and national agency requirements and/or common skill sets.
- Pursue Joint service opportunities where economically advantageous.



3 Base Appearance.

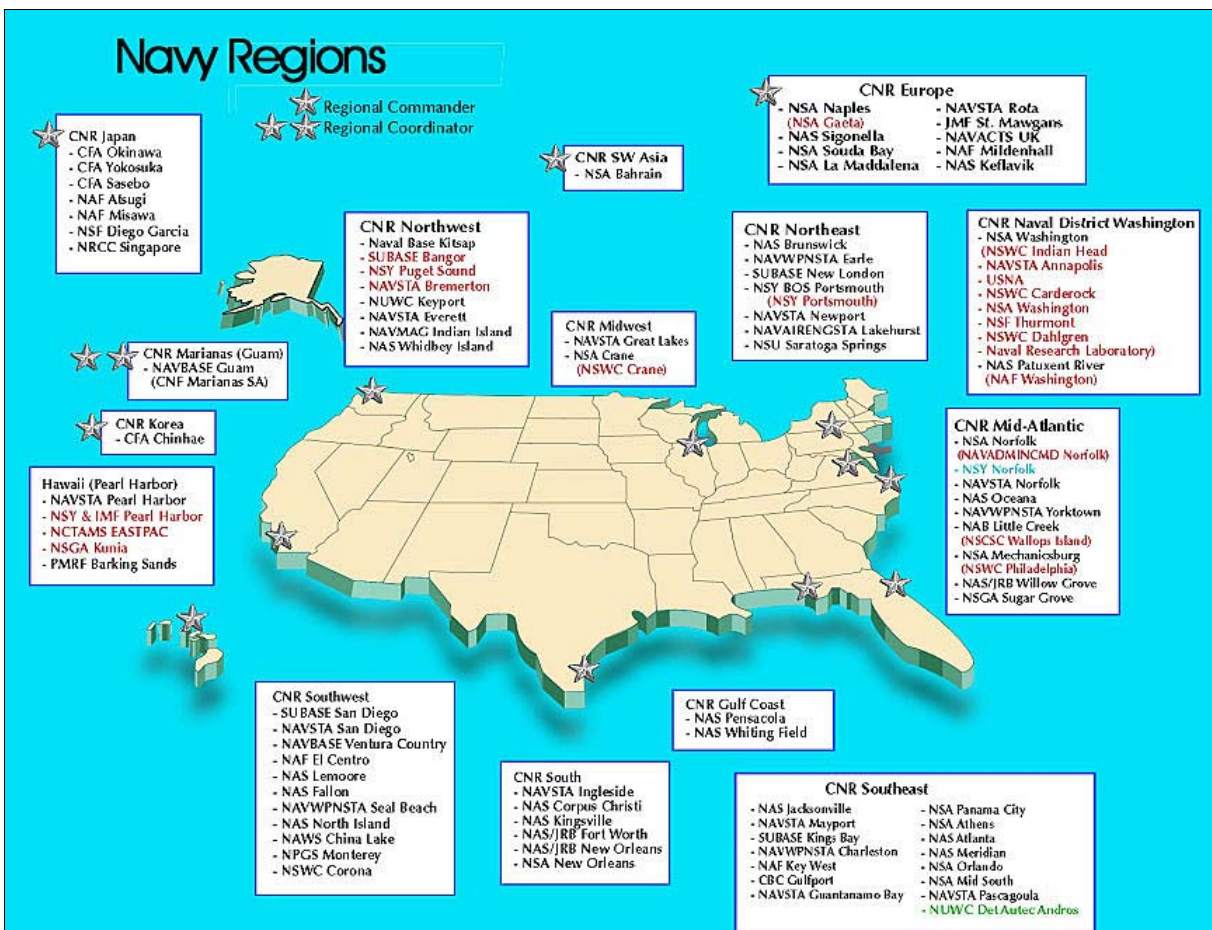
Promote pride and professionalism through consistent, high quality base appearance standards to compete for the Sailor of the future.

- Quality base appearance sends a strong message to our Sailors and the American public.
- Quality of Service makes our Sailors proud of where they live and work.
- The American public views the Navy as ships, planes, Sailors and bases.

Right Bases

Provide high quality, safe, efficient, and environmentally sound workspaces for all Sailors and employees.

- Design workplace facilities ashore to provide long-term flexibility for adaptive reuse while maximizing the productivity of the personnel who use them.
- Projects that recapitalize work spaces and are most effective in providing efficient command and control support services are favorably supported.



Right Bases

4 Proactive Encroachment Protection.

Proactively protect against all forms of encroachment at our installations, ranges, and operating areas to enhance our ability to train, test and operate.

- Sustain existing Navy ranges through a comprehensive planning and management process that safeguards these assets critical to combat readiness.
- Invest in real estate when critical to protect against encroachment.
- Encroachment Partnering is widely accepted and implemented.



5 Retain Critical Military Enablers.

Retain and enhance full-spectrum air, land and sea (including subsurface, sea-level and sea-air interface) and information test facilities and ranges for the development and high fidelity test and evaluation of maritime weapons systems and emerging technologies.

- Co-locate/consolidate to enhance production and reduce overhead where feasible.
- These test facilities and ranges collectively provide accurate model and *in situ* test and evaluation environments.

Sustain ready access to small arms ranges in Fleet Concentration Areas.

- Supports skill/rating, operational and anti-terrorism/force protection training requirements.

6 Optimize development of airfield training operations and shore support facilities and capabilities for execution of surge orders.

Safety.

Separate fixed wing and rotary wing operations unless the airfield is configured to provide adequate separation for safety and efficiency.

Safety is paramount and the following are usually incompatible with large-scale Fleet operation areas:

- Joint-use airfields (civilian-military).
- Airfields that routinely shut down normal operations for special purposes or higher priority operations (e.g., operational test and evaluation, or regular VIP operations).
- Airfields under the lateral limits of Class B and C airspace.

Operations.

24 hour operations at home field or Field Carrier Landing Practice (FCLP) is not restricted by noise abatement or other external encroachments.

- Late-night/early morning flight operations capable for Night Vision Device (NVD) flight training, FCLP training, and surge operations.

Level of existing activity at the field must permit unrestricted Fleet operations to facilitate execution of a surge order.

- Includes consideration of both military/civilian traffic and resident/transient traffic.
- FCLP, if conducted at home field, and routine flight operations do not interfere with each other.

Fixed wing fields provide multiple runways for large fixed wing Fleet concentrations and Fleet Replacement Squadron (FRS).

- Risk mitigation if primary runway is blocked, under maintenance, or closed for other activities.

Right Bases

Home fields require precision approach capability.

FCLP facilities require equipment and airspace that replicates carrier environment.

Outlying Landing Fields (OLFs) allow transit to and from the field and one full FCLP period (8-10 landings) on one fuel load.

Rotary wing fields have multiple landing pads and Precision Approach Capability for large-scale Fleet operation areas and FRS.

- Provides efficient flow of arriving and departing traffic, allows maintenance check flight procedures (hover checks) without interfering with other routine operations and provides risk mitigation in the event primary landing pad is blocked, under maintenance or closed.

Rotary wing fields at OLF or closed runway/taxiway at home field provide 3,000 feet of prepared surface for simulated emergency landing practice.

Reserve aviation units are collocated with like type/model/series regular Navy units. Search and Attack Units (SAUs) are collocated with the FRS and Fleet Readiness Units (FRUs) are collocated with Fleet squadrons.

- Optimizes use of common maintenance support facilities, enhances readiness through training efficiencies, maximizes operational standardization across Fleet and Reserves, allows Reserve units to use flight simulators as required by OPNAV's Fundamental Applied Skills Training (FAST) program, provides greater opportunities for integration of Reserve personnel in support facilities.



Training.

Fleet Training Complexes provide unencumbered airfield services, airspace, and target ranges.

Fleet Training Complexes do not serve as homeports for Fleet or FRS units.

- FRS and CVWs saturate airfield services, airspace and target ranges during detachments.
- Sortie generation capability at Fleet Training Complexes is not required at a Fleet/FRS home base.
- Each site accommodates specific concentrated part-task training in various stages of FRS and Fleet training.
- Basing operational squadrons at Fleet training complexes hampers Unit Level Training (ULT) for those squadrons and inhibits use of facilities by current users (Carrier Strike Group (CSGs) and FRS).

7 Unmanned Vehicle Support.

Provide shore infrastructure to support routine maintenance, testing, and training requirements for unmanned aerial vehicles (UAVs), unmanned surface vehicles (USVs), and underwater unmanned vehicles (UUVs).

- Retain and/or acquire infrastructure capable of supporting Joint Intelligence Surveillance and Reconnaissance (ISR) capabilities.
- Broad Area Maritime Surveillance (BAMS) basing requirements include unrestricted access on airways from inland bases to and from the coast.
- Consider Joint basing and co-location with similar manned platforms.
- Deconflict with other manned or unmanned platforms.

Right Places

1 Disperse Homeports.

Preserve distribution of homeport locations, ports and operating forces to mitigate risks of terrorist events and enhance capacity to adequately support FRP. Enable strategic flexibility precluding potential limitations on operations in times of crisis.

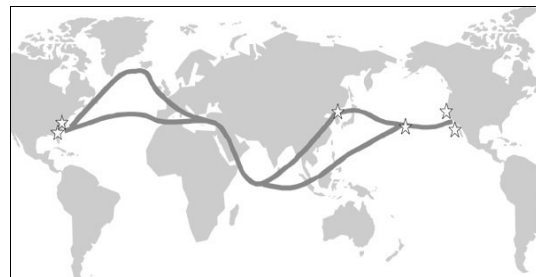
- Locate intermediate maintenance, training, and weapons handling facilities at the homeport.
- Retain derperming capability on each coast.



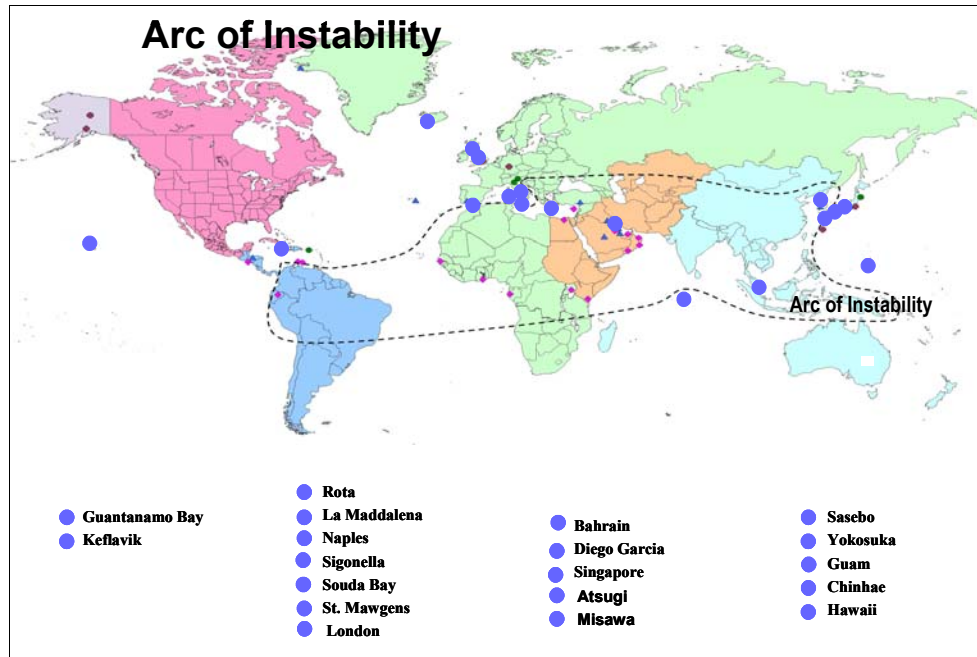
2 CVN Basing.

Retain and/or acquire adequate infrastructure for the basing of nuclear-powered aircraft carriers.

- Meet strategic agility designed in the Fleet Response Plan.
- Meet Combatant Commander requirements.
- Ensure adequate force protection.



Forward bases are capable of supporting frequent CSG rotations. Two theater based CVN-capable homeports support PACOM. Retain 2 CVN-capable *homeports* on the West coast as well as at least one CVN-capable *homeport* on the East coast. Operate one additional CVN-capable *port* on the East/Gulf coast for Fleet dispersal.



3 Combat Logistics Force Bases.

Develop and sustain access to CONUS logistics bases (1 East coast and 1 West coast base). Minimize explosive safety risks and eliminate waiver requirements.

Strategically locate overseas intermediate staging bases (ISB), and advanced logistics support sites (ALSS) in support of the Joint Sea Basing concept of operations.

- Ensure access to a transportation infrastructure aligned with key Defense and industry logistics nodes in order to optimize support for expeditionary logistics strategies.

Continue to support operations in forward locations by maintaining permanent presence ashore in key forward areas to support the Navy's agile global reach.

- New forward infrastructure assets are created first on US controlled land, and second on land controlled by US allies through treaties/cooperative agreements.

Right Places

4 Optimize Ranges.

Location.

Retain unimpeded access to ranges/operating areas to support the Fleet Response Plan and other training requirements.

- Proximity to homeports and stations is defined as six underway hours for a surface ship, 12 underway hours for a submarine, and a single, un-refueled sortie for air frames.
- Multiple carrier strike groups preparing to surge are not delayed by lack of access to critical training facilities.
- Navy forces pulsed or surged to forward operating areas have ready access to ranges and range operating areas while on-station to complete their training and maintain their combat readiness.

Enhance access to ranges, targets, low-level routes, outlying fields, and over water training space maintained by the other Services to avoid the possibility of a single point failure degrading combat readiness, including range complexes configured to participate in the Joint National Training Capability.

OPAREA boundaries for Composite Naval Forces facilities are within three underway days from a homeport/station.

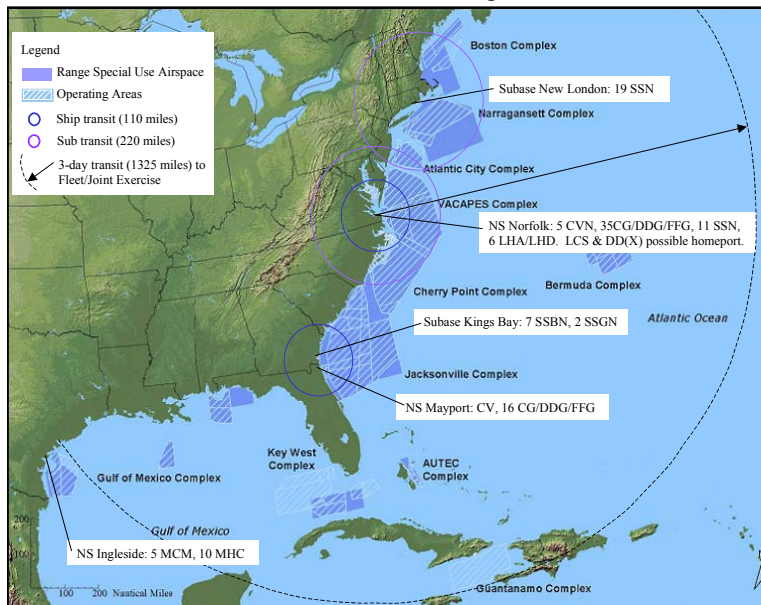
- Aviation forces may deploy to an integrated training site.

Provide undergraduate and graduate flight training (Fleet Replacement Squadrons) facilities near large volumes of DOD-controlled airspace over both open water and land, free of encroachment and other use inhibitors, with predominantly good weather conditions.

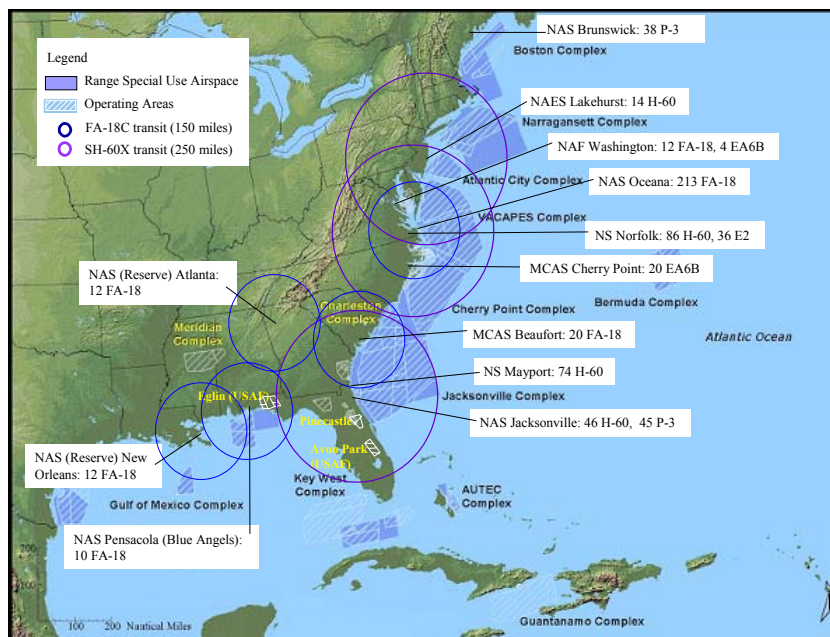
- Base undergraduate pilot training units separately from Fleet units and Fleet replacement squadrons for risk management/safety.
- Segregation allows controllers and instructors to focus on student pilots.

Right Places

East Coast Sea Ranges

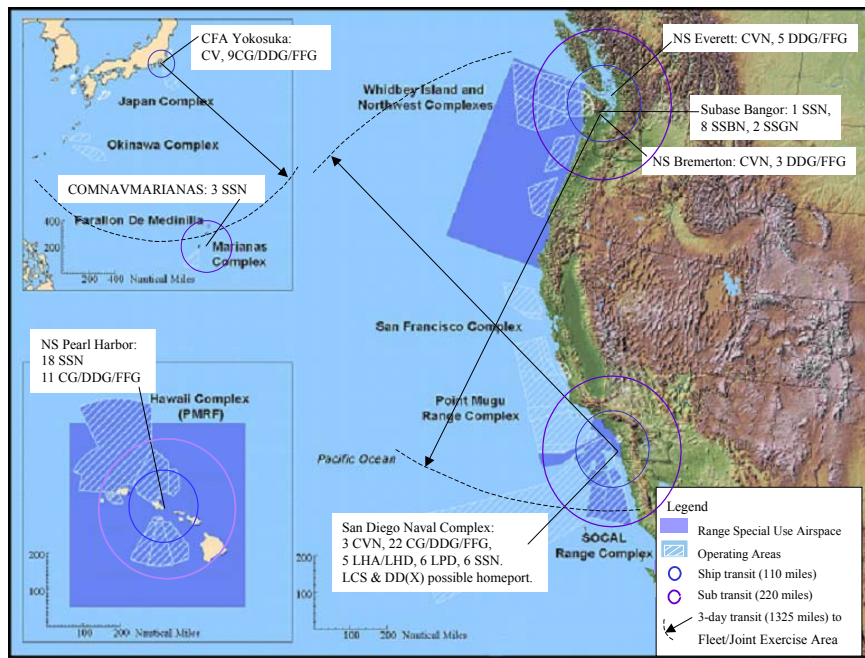


East Coast Aviation Ranges

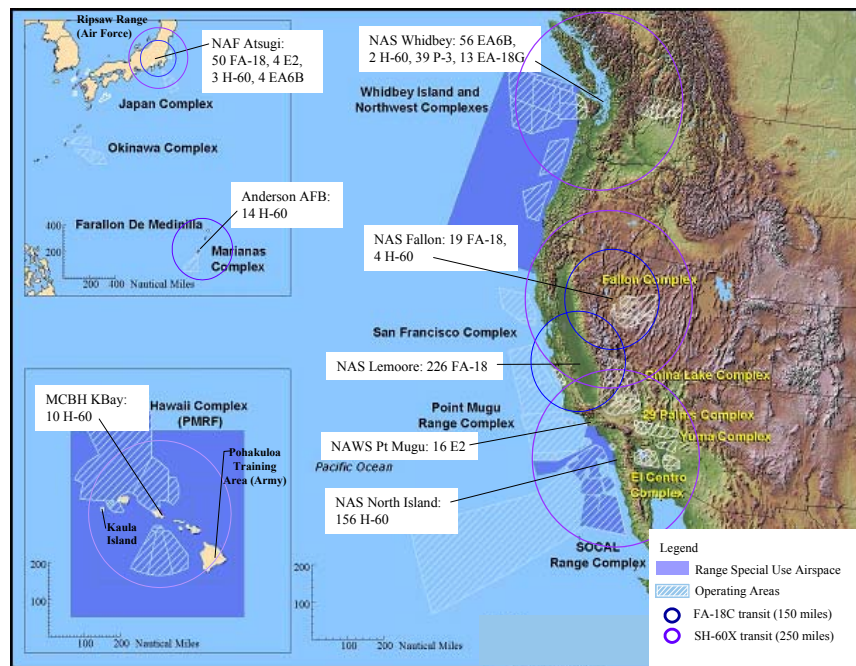


Right Places

West Coast / Pacific Sea Ranges



West Coast Pacific Aviation



Capability.

Maximize use of all range assets available including: Test and Evaluation (T&E) ranges, training ranges, Fleet ranges, operating areas, other Services' ranges, and ranges in other nations.

- If the level of air activity at airfields does not permit unrestricted access for Fleet fixed-wing operations to facilitate execution of surge, then outlying fields and use of other airfields and ranges is required.
- Includes training performance feedback capability, challenging threat representations and multiple targets, including live fire, non-kinetic, and time-sensitive-strike targets.
- Range complexes are large enough to provide adequate air, sea, ground, and information space (including over-the-shore maneuver space) for an expeditionary strike force to conduct realistic training in conjunction with both combined/Joint forces and OPFOR.

5 Air Squadron Shore Basing.

Field elevations for fixed and rotary wing air frames replicate respective at-sea conditions.

- Required field elevation replicates at-sea conditions to conduct regular field carrier landing practice.
- 1000' Mean Sea Level (MSL) or less for FA-18C/D/E/F, EA-18G, 3000' MSL or less Joint Strike Fighter (JSF), 500' MSL or less for MH-60R/S.

Split-siting by Fleet is required only for communities that cannot be single sited due to operational requirements or airframe limitations.

- Rotary-wing units and slow speed air frames with short ferry range where cross-CONUS deployments are impractical.
- Presence near Fleet concentration areas required to provide backup Search and Rescue (SAR) services for Fleet operations; for VP units to provide Strategic Maritime Defense requirements; and for VRC, MH-60S and MH-53 units to provide daily Fleet logistics support requirements.
- Small, specialized mission communities that are single-sited to minimize infrastructure requirements and optimize operational synergy include VAQ, VAW, VQ-1 and 2, VQ-3 and 4, and J-UCAS.
- There is no National Air Defense requirement to split VFA and JSF between coasts.

Right Places

Coastal basing determined by required deployment range to carrier/ship operating areas.

- Squadrons that deploy as part of a CVW or Expeditionary Strike Group (ESG) are located within one unrefueled leg of an Atlantic or Pacific Ocean carrier/ship operating area which reduces transit time, takeoffs and landings, and crew day for carrier qualification and at-sea periods.
- Maritime Patrol Aircraft (MPA) and rotary squadrons are located within close proximity to coastal operating areas in order to capitalize on same training and provide sufficient on station time to conduct training in one unrefueled leg.

Where feasible, collocate Fleet Replacement Squadrons with the majority of their respective Fleet squadrons. JSF and Integrated Training Center (ITC) can be based separately from JSF Fleet. Collocate pilot training and maintenance training for the Joint Strike Fighter at the initial ITC.

- Enhances readiness and operational standardization.
- Facilitates replacement of attrition air frames and personnel.
- Eases the process of transferring personnel and air frames.
- Enables FRS and Fleet to share flight simulators as required by OPNAV's FAST plan.
- Produces economies of scale through the use of common support facilities (maintenance, training and manpower).
- Consider Joint basing.
- Provide commensurate quality of life for pilots, crews and their families regardless of location.

6 Submarine Basing.

Attack submarine homeports allow optimal interaction and training with the surface Fleet.

- Allows pre-deployment exercises and surface-submarine training opportunities if located within a few days transit of Fleet workup areas.

Trident Nuclear Submarines (SSBN's) are homeported in one specialized location on each coast as driven by the Nuclear Posture Review.

- Intermediate maintenance, special weapons handling/storage and Trident Continuing Maintenance Program are co-located.

Guided Missile Submarines (SSGN's) are homeported in at least one location on each coast.

- Co-located with the SSBN sites to take advantage of existing infrastructure for common hull types.
- Weapons handling is sufficient to handle the additional missile loading at the homeports.

Submarine training facilities are located in all submarine homeports to support tactical, operator, crew proficiency and communications training requirements.

- Reduces TAD costs and supports in port watch standing requirements.
- Training facilities should be tailored to the kind of submarine stationed at each site.

Research Submarines are homeported in at least one base on each coast considering ocean unique requirements.

- Co-located with ship berthing, intermediate maintenance facilities and easy access to research facilities for training.



Right Places

7 Enable Voyage Repair.

Enable voyage repair capability in EUCOM, CENTCOM and PACOM AORs.

- SSNs and SSGNs require a location in each of the above strategic regions that is capable of supporting the logistics and security for SSGN 21-day voyage repairs, berthing for off crew and maintenance personnel and limited handling of weapons and stowage canisters.
- Provide submarine tenders or shore facilities and provide expeditionary nuclear repair capability for submarines operating in theater.



Retain and/or acquire the capability to meet emergent repair requirements in U.S. controlled facilities.

- Includes capabilities for sea frames, submarines, and air frames surged to forward operating areas in times of crisis, when partner nation support may not be feasible.

8 Organic Maintenance Activities.

Locate organic maintenance activities in/near Fleet Concentration Areas.

- Mitigates risk that a single event, such as a natural disaster or terrorist act, would significantly reduce or impair overall capabilities, or eliminate a unique capability.
- Locate industrial facilities on both coasts and in the central Pacific, where access to critical waterfront property and airfields associated with these activities is assured.



Maintain cradle to grave maintenance support for sea frames, air frames and their associated systems:

- Dry dock large complex sea frames and submarines on both coasts and in the central Pacific.
- Refuel/de-fuel/inactivate nuclear powered ships.
- Dispose of inactivated nuclear powered ship reactor compartments.
- Depot maintenance facilities adjacent to Fleet Concentration Areas.
- Provide facilities and personnel to engineer, produce, maintain, handle, and dispose of ordnance and other energetic materials designed specifically for the maritime environment.

Consider contracting for intermediate maintenance such as Shore Intermediate Maintenance Activities (SIMA) and Aircraft Intermediate Maintenance Division (AIMD).

9 Navy Presence.

Retain a Navy presence in every state or area of influence in the United States.

- Align Naval Reserve Center presence with Reserve demographics.
- Consider where the civilian skill sets are located.
- Support Active Reserve Integration. Reserve presence priority is:
 - 1) Active-duty commands, either Joint or Navy, without separate Reserve infrastructure required.
 - 2) Joint Reserve facilities—Armed Forces Reserve Centers or Joint Reserve Bases or with National Guard units.
 - 3) Naval Reserve Activity—stand-alone Naval Reserve infrastructure.
- Align Navy Reserve and Recruiting Centers with demographics.
- Look into co-location with NROTC units.

Right Places

10 Training and Education.

Locate training “where the Sailors are” in the Fleet and/or FCAs.

- Pursue appropriate mix of ship/pier/shore/distance/Joint training in response to increased platform capabilities, mission requirements and optimal manning.
- Consolidate shore-based infrastructure due to the deployment of distance learning needs aboard ship, at pier and within housing.
- Position DON organizations responsible for developing modeling/simulation and training/educational research and development to develop collaborative relationships with universities, commercial businesses and other Services/Government Agencies.



Maintain modern education programs for officer accession, graduate and professional military training. Navy programs are accessible to officers of other Services, Departments and Agencies.

- Navy requires a center for Naval strategic thought and Joint and Coalition maritime security policy innovation.
- Navy requires access to relevant educational programs which include specific focus on those areas which are uniquely maritime. Military student admission requirements must complement military personnel management practices.
- Strive to consolidate and/or combine institutions, facilities and programs to achieve efficiency, but balance facilities to support quality education, research, analysis and gaming as well as accomplishing tasking from the Fleet and Combatant Commanders.

Maintain sufficient capacity within the training and education establishment to accommodate cyclical surges resulting from recruitment of an all-volunteer force.

Support enlisted accession training with rigorous, in-resident, Naval service indoctrination program conducted by Naval personnel in a properly sized, controlled, DOD-owned environment equipped with Navy-specific training devices.

Provide training and education infrastructure with adequate bandwidth and full interconnectivity with the Fleet.

- Meets demand of new interactive and simulated training environments including large bandwidth for realistic training.
- Ashore IT connectivity is considered in all utility requirements planning.

Locate initial skills training in training concentration areas.

- Supports continuation of the Naval militarization process and is collocated with accessions training to minimize student moves.
- Where this is not feasible, initial skills training should be located in a training concentration area to minimize student moves and to allow cross-utilization of instructors, facilities and equipment.

Locate skills progression courses (“C” school) and functional skills training (“F” school) near FCAs.

- Facilitates relevancy of curriculum, minimizes the time a non-deployed Sailor spends away from home for training, and provides meaningful opportunities for sea/shore rotation.

Significantly reduce the total training time for a Sailor to achieve required competencies.

- Duration of training cycles is scalable in response to Fleet requirements.
- The “queue” time that a Sailor spends in shore-side training decreases and reduces infrastructure demands.

Customize training programs according to need and procured from the most effective source (e.g. Navy, other Services, industry, academia) with the effect of reducing infrastructure.

11 Enable Underwater Capabilities.

Provide ocean engineering, diving and salvage and underwater construction to support dispersed Fleet operations.

Right Capabilities

1 Installation Management Community.

Establish a shore installation management sub-specialty for Navy line and staff officers, and build a community of civilian shore installation management experts.

- Navy installations are commanded by Navy officers with specialized training who are empowered through the establishment of a culture of responsible stewardship, and an atmosphere where business innovation and efficiency are encouraged and rewarded through shared savings and removal of disincentives.

CNI serves as a clearing house to prove and aggressively deploy innovative installations best business practices developed by the Regional Commanders and others across the Navy to lead ashore transformation.

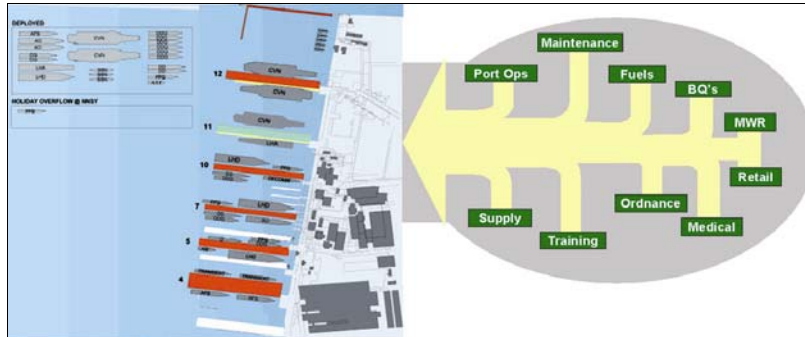
- CNI develops standard business enterprise for shore installation management.



2 Sea Basing.

Retain/expand the capability of the shore infrastructure to support Sea Basing operational capabilities.

- Shore installations fill a major logistics role in supporting the Combat Logistics Force (CLF) and Afloat Prepositioning Force (APF) that provide near term logistics support to the Carrier and ESGs operating in forward areas.
- Intermediate Staging Bases (ISB) will enable processing of large amounts of logistics support, including containerized ammunition and supplies, and break-bulk distribution to Fleet elements.
- Intermodal transportation nodes will link air bases and/or rail lines with port facilities in support of sense-and-respond supply of critical high demand, low inventory items such as Precision Guided Munitions (PGM).
- The Navy acquires additional ISB and Cooperative Security Locations (CSL) that enhance capability to support CSG/ESG operations across a wide and unpredictable spectrum of geographic locations.



3 Align Logistics Infrastructure.

Align the logistics infrastructure to function efficiently with evolving operational concepts and logistics processes.

- Enable Fleet Response Plan, Sea Basing, and sense and respond supply.
- The DOD logistics infrastructure is a globally-integrated, Jointly-managed network capable of sustaining on time materiel, ordnance and fuel delivery to globally distributed forces. The Navy actively divests supply functions to defense agencies with the ultimate goal of full divestiture of common supply functions such as fuel.

Ensure access to adequate fuel capability and capacity at locations that directly support training, readiness, and operational requirements.

4 Balance Shore Security Capability.

Develop and sustain a security capability that balances risk with cost to reasonably ensure protection of mission, mission support requirements, and large personnel concentration facilities from terrorist threats.

- Use a layered protection approach by providing overall perimeter security and enhanced measures at designated enclaves within the installation perimeter.
- Plan installations such that flexible security features are readily increased as the THREATCON varies over time.
- Pursue partnerships with other Anti-Terrorism Force Protection (AT/FP) organizations to leverage capability.
- Outsource security functions, in particular perimeter security, where feasible.
- Build security features technology into new facilities to reduce manpower requirements.

Right Capabilities

5 Ordnance Infrastructure.

Maintain a strategically-located, optimally-sized ordnance infrastructure that is responsive, flexible and capable of meeting maritime ordnance requirements.

- Fully support operational forces during surge and contingency scenarios.
- Optimize ordnance storage and throughput; accommodate new weapons systems; minimize explosive safety risks; and further develop the containerized and break-bulk handling capability required to support Naval expeditionary forces and Joint Sea Basing.



Enhance access for all ammunition-laden ships to mission-essential piers at strategically located installations with sufficient explosive safety capacity.

6 Homeland Security Support.

Support homeland security with facility requirements wherever feasible.

- Host Coast Guard and other homeland security assets.



7 Ship Nesting.

Size infrastructure based on routinely nesting ships as much as two outboard, hull form permitting, to create an effective and efficient method of service delivery.

- Fleet units will spend more time in port as part of the Fleet Response Plan. Ports and piers need to be adequately sized and supported to accommodate the increased utilities, IT connectivity, transportation and various port services.
- Provide for the most efficient and effective sea frame nesting. Look into redesigning piers allowing for improved sea frame mooring to eliminate need for moving nested ships (dead stick moves) while in port. Change the concept of nesting.

8 Integrated Logistics System (ILS) Delivery.

Infrastructure requirements such as facilities, transportation, personnel support, maintenance and training will be proactively planned with weapons systems development and procurement offices. Prepare homeports and forward support sites to provide seamless integration with the Fleet. Infrastructure support requirements are developed and associated funding *programmed* early in the weapons platform development cycle to be in place when the platforms arrive.



- Articulate future operational requirements as early as possible such that potential threats to our ability to provide full shore support and realistic training at our installations in CONUS and Hawaii as well as in forward deployed locations are identified and mitigated.

9 One Shipyard Concept Support.

Retain a depot maintenance industrial complex that delivers best value cradle-to-grave results in cost-efficiency (total unit cost), responsiveness (schedule compliance and flexibility), and quality (compliance with specifications).

Embrace the Regional Maintenance Concept to streamline and reduce facility footprint.

- Develop an installations strategy to support the “One Shipyard” concept within the industrial base.



Right Capabilities

Maintain intermediate and depot capabilities, with a sufficient quantity of work to provide an assured/ready source of repair; to support unique work not readily available in the private sector.

- Includes nuclear submarine refueling as well as providing a mobilization base/surge capability.
- These capabilities (e.g., dry docks, piers, airfields, government personnel, etc.) comprise the essential ability to reprioritize work without contractual impediment and provide a mobile, ready workforce that can support voyage repairs wherever the sea frames and air frames are located, including combat zones.
- Pursue consolidated depot-level capability for weapons and vehicle maintenance and repair.

10 Naval Medicine Alignment.

Align Naval Medicine within Joint/Navy and Marine Corps concentration areas.

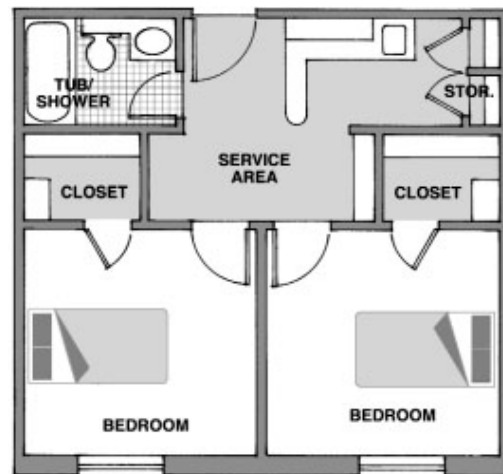
- Naval Medicine operates a system of Military Treatment Facilities, ensuring reasonable access to healthcare treatment, training and manning for power projection.



11 Bachelor Residences.

Provide, at a minimum, appropriate Navy/DOD standard or private bachelor residences with attractive, safe, and comfortable surroundings for all eligible Sailors, including afloat Sailors in homeport.

- House all afloat Sailors ashore in homeport.
- Stress unit integrity in bachelor housing assignments.



12 Shore Communications Infrastructure.

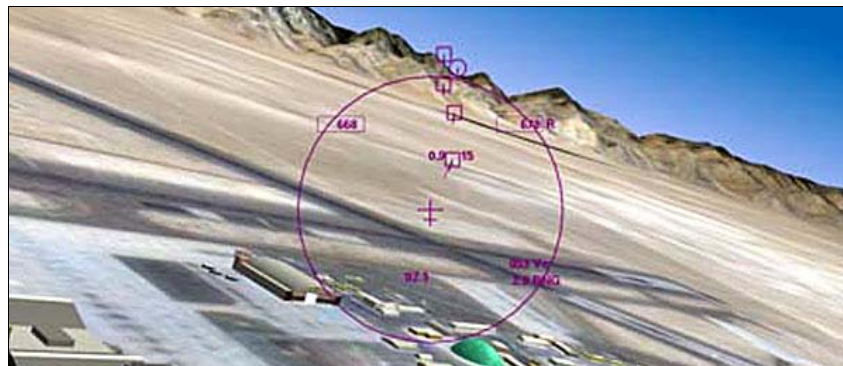
Sustain a shore communications infrastructure in each ocean area, preferably on U.S. owned soil, that guarantees reliable communications with ships, submarines, aircraft, land mobile and fixed sites.

- Increase the availability of DOD-owned/leased media (e.g. DISN, TELEPORT, Defense Satellite Communications System) to receive and relay communications and sensor information; improve physical and information security; and reduce reliance upon Host Nation Agreements whenever possible.



13 Pursue Simulation.

Pursue simulation techniques for training opportunities but maintain essential live-fire capacity.



Right Capabilities

14 Recapitalize Research, Development, Test & Evaluation (RDTE) Facilities.

Recapitalize RDTE facilities as they approach the end of their economic useful life to meet emerging technology.

- Preserve technical infrastructure, intellectual capital and modern facilities that enable the development of warfare capabilities.
- Identify and preserve unique and valuable National Defense Assets.
- Modernize, standardize, and centralize RDTE facilities by providing RDTE shore infrastructure.
- Actively pursue Joint RDTE operations and shared facilities.
- Employ procedures designed to build collaboration with scientists and technologists in academia, government, and industry.

Provide flexible RDTE infrastructure to adapt to Navy transformational mission changes and Joint Operations.

- Maximize use of Navy facilities, and develop public/private partnerships to leverage other Service, Agency and Institutional resources.
- Maximize RDTE range complex management and scheduling responsibilities by including Fleet training requirements.
- Enhance the Fleet's voice in shaping DON RDTE infrastructure.



1 Transformational Execution.

Challenge the barriers to innovation and develop performance metrics of installation effectiveness to ensure the Navy's infrastructure is providing best value, life cycle solutions and returning funding for Fleet recapitalization.

- Divest non-core, under performing, or unnecessary shore installation management products and services.
- Retain on a case-by-case basis, these products or services that exist OCONUS or when no other adequate source of supply is available.
- Place responsibility for common installation service deliveries, with the most cost effective provider, through competition by multiple competitive sources.

2 Output Focus.

Match facilities and service requirements with operational needs at shore installations by linking budgets to output requirements rather than assets.

- Regional Commanders keep facility requirements data current with the ultimate goal of improving utilization rates of installation assets.

3 Facility Privatization.

Continue and accelerate facility privatization initiatives.

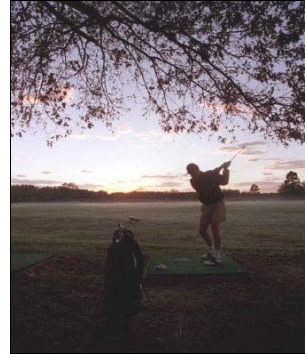
- At installations on U.S. soil, the Navy privatizes family housing, Bachelor Housing (BH) (except A school and recruit), utilities, and aggressively pursues avenues to privatize other functions such as administrative, training, and warehousing.
- Actively pursue inclusion of support facilities (recreational, community related) in family housing privatization contracts.
- Best business practices and the level of support provided will drive the acquisition methodology.
- Pursue additional prototypes to privatize an entire installation or outsource entire base operating support services.
- Utility systems that are not successfully privatized will be managed and operated using best business practices.

Right Price

4 Partner with Communities.

Partner with public and private entities worldwide for common services that offer mutual advantage.

- Examples include libraries, chapels, fire/rescue services, grocery/retail stores, theaters, gas stations, banks, golf courses, fitness centers, swimming pools, refuse collection/disposal, training facilities, and small arms ranges.
- The Navy considers annexation of its installations into the political boundaries of neighboring local communities if a partnership to create win-win situations exists.



Divest high cost leases when the life cycle costs show ownership to be more advantageous.

Realign MWR/NEX support to match the needs of each base individually, in consideration of sources of support available including web based services and based upon best business practices.

Footprint reductions are possible where an acceptable balance between level of service and best business practices is achieved.

5 Life Cycle Best Value.

Acquire facilities and services considering life cycle costs and best value, not initial cost.

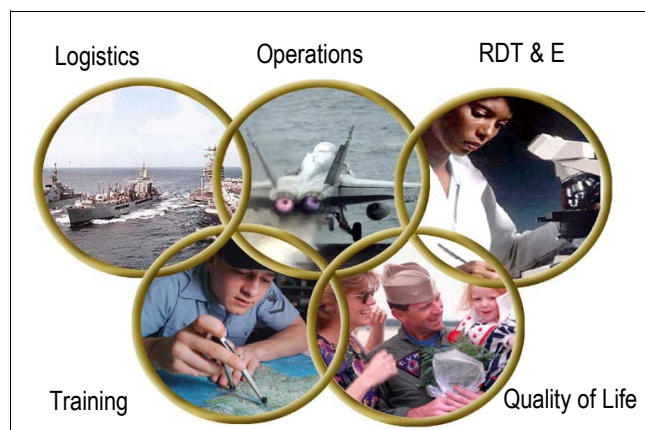
- Increase reliance on design, build, operate, and maintain procurement contracts for new facilities.
- Implement sustainable development in its planning, design, and construction processes to ensure long-term use of resources and environmental stewardship.
- Improve land use compatibility through development and implementation of Integrated Natural Resource Management Plans, to satisfy all military training and readiness requirements in a cooperative nature with localities and environmental regulators.

- Plan facilities to reduce long-term environmental costs and liability.
- Highlight successes in environmental stewardship, partnerships, and community outreach activities through an aggressive public affairs campaign plan.
- Improve life cycle facilities management, land use compatibility, and protection of cultural assets by developing and implementation of Integrated Cultural Resources Management Plans to satisfy military readiness and training requirements in a consultative relationship with localities, regulators, and federally recognized Native American tribes.
- Give preference to historic properties (when operationally and economically appropriate) when deciding which facilities to restore or modernize, developing sophisticated cost forecasting tools to accurately account for these properties, and pursuing the technological advances and evolving standards that allow more opportunities for economical and effective continued use of these representatives of our Nation's heritage.

6 Core Function Focus.

Continue to reduce the number of uniformed personnel performing shore-based functions.

- Civilianize, contract, privatize or eliminate shore-based functions where feasible.
- Actively pursue Joint solutions to organizational and base support functions in Fleet and headquarters concentration areas.



Right Price

7 Divest.

Aggressively divest unneeded, underutilized, obsolete, and undervalued facilities through demolition, out leasing, and disposal.

- Retain land on the waterfront or for buffer zones as well as air space and training ranges that would be difficult to reacquire if future need arose.
- Use infrastructure planning and investment to reduce footprint, consistent with reduced manning levels, and gain efficiencies by facilitating Navy Sea Enterprise and Transformation initiatives.
- Do not transfer or sell real estate assets essential for the conduct of sea warfare.



8 Family Housing.

Provide family housing on U.S. soil through zero out-of-pocket BAH with the Sailor having a choice of privatized housing or the local economy.

Provide a government controlled housing unit outside the United States for every Sailor stationed overseas, who desires government furnished quarters.

9 Cost-Effective Food Service.

Provide high quality food service in the most cost effective manner.

- Healthy and affordable meal options are made available to provide the Sailor a variety of choice.



10 Child Care.

Retain current child development centers and school age care facilities, and pursue family home care programs for child development and partnerships with the private sector to obtain additional required capacity.

11 Optimize Investment.

Support installation assets to prevent premature deterioration, unsafe conditions, obsolescence, and to optimize investment over a service life.

- Use DOD's three-tiered strategy, sustainment, restoration and modernization (SRM) to prevent corrosion and other forms of deterioration, counter obsolescence, and restore lost facilities capabilities.
- Properly sustain the facilities that we are responsible for as long they have a continuing mission. This is the most economical approach over the life cycle of the assets.
- DOD and the services/agencies have developed the Facilities Sustainment Model (FSM) that accurately forecasts the funding required, have applied it throughout the Department, and use it to build programs/budgets. FSM properly accounts for all funding contributions.
- Beyond sustainment, we must and will keep pace with technological advances and evolving standards to modernize our installations' assets.
- The Facilities Recapitalization Metric (FRM) was developed to determine the appropriate rate of modernization – given the expected service life of the assets – and the annualized funding needed to keep the entire portfolio up to date over an average service life of 67 years.
- Development of a Facilities Recapitalization Model is currently underway and will be in place for use in Program Review (PR) – 07.



Product of the Plan

Navy Ashore Vision 2030 Leads to an Increase in Mission Productivity....

Our shore installations and infrastructure are enablers to SEAPOWER 21. They support a ready Navy by enabling significant surge capability.

Our forces are located in efficient and dispersed shore facilities throughout the world, ready to flash forward to operationally significant locations. Sea Swap is a mature process that has become routine and is fully supported.

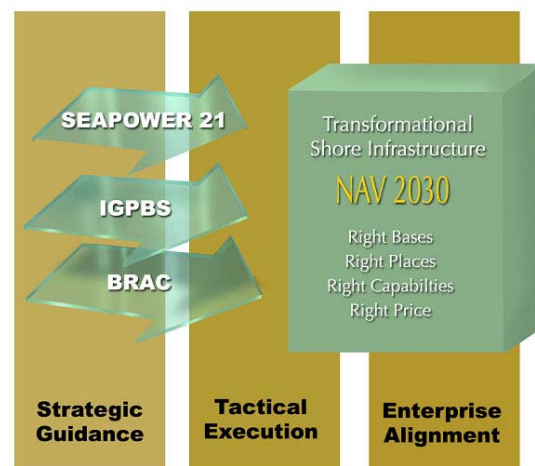
Fleet training requires more efficient coordinated use of infrastructure to maximize mission accomplishment, as well as less underway time, through reliance on increased use of simulators and embedded training. Joint training and operational bases will be the standard, and active and reserve components will be co-located. Access to training ranges, pier space, runways and airspace is unencumbered.

Integrated infrastructure and processes achieve world class effectiveness and efficiency in supply, logistics and maintenance. Installations achieve the right-size and right-capabilities through a most cost effective business model, and are sustained to optimal life-cycle cost while achieving highest Quality of Service. Increased use of the commercial industrial base has reduced the Navy's life-cycle operations costs.

Our strength in people is underpinned with professional training readily available to our Sailors, with exceptional graduate education capability and a center for strategic thought.

Product of the Plan

SEAPOWER 21, NAV 2030, IGPBS, and BRAC inter-relate to transform our shore infrastructure.



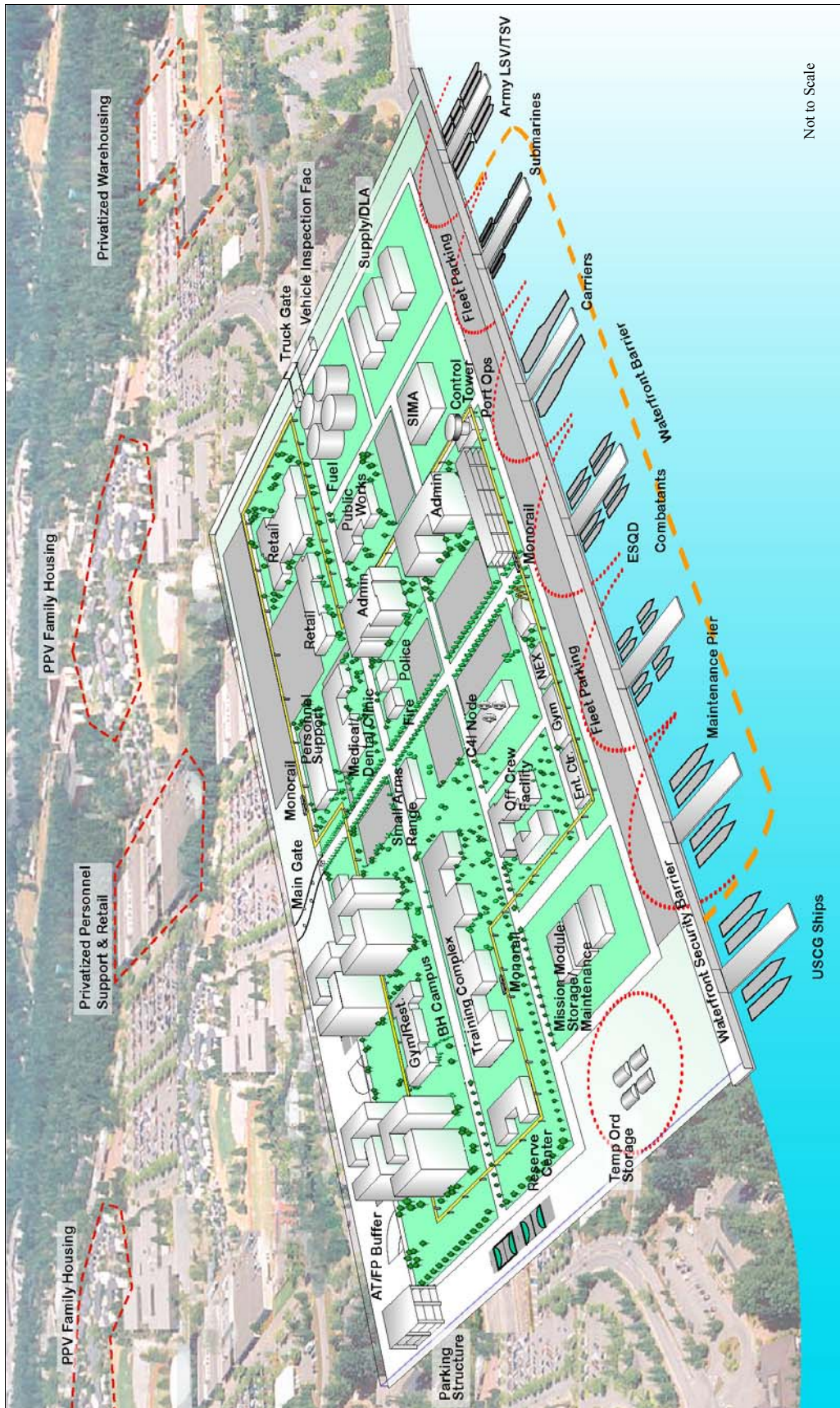
The Year is 2030

Navy Installations are aligned with Joint operational concepts and force structure, enabling increased readiness, reduced response times and optimal use of resources. The Navy is able to remain globally engaged in support of National objectives, and sustain high operational availability of both systems and people.



NAVY
ASHORE
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NAV 2030

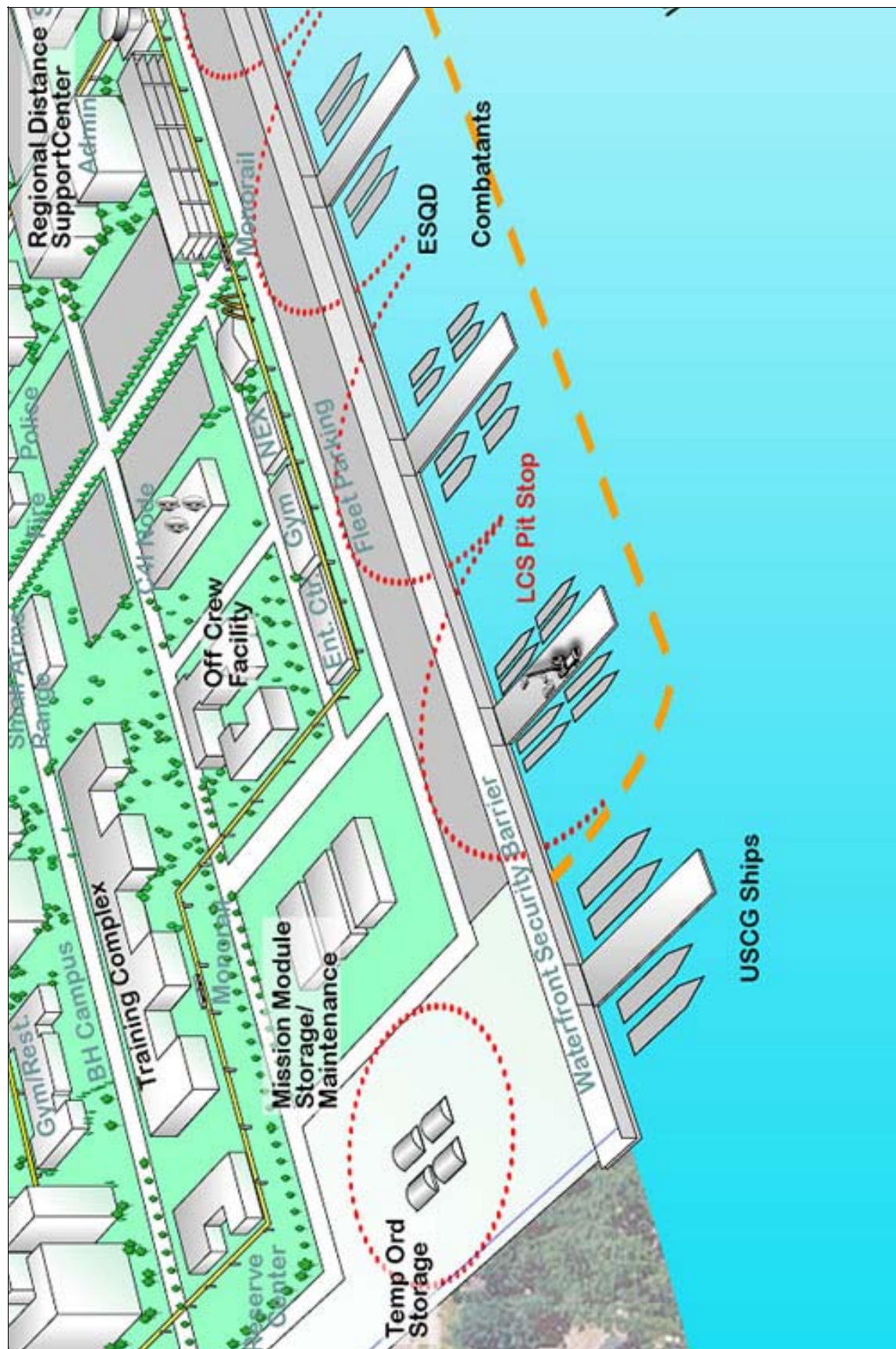




NAVAL STATION 2030



NAVAL AIR STATION 2030

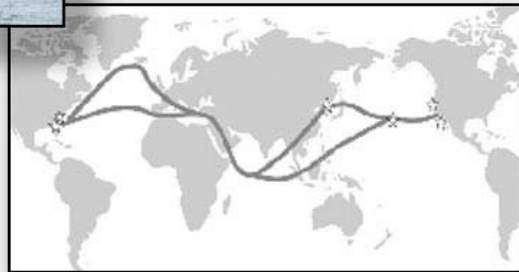


LCS “Pit Stop” and “Behind the Wall” support

Right Bases

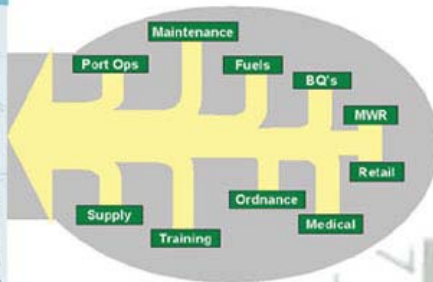


Right Places



Right Price

Right Capabilities



NAVY
ASHORE
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NAVY 2030